



State of California

# Employment Training Panel

CASE STUDY

*Arnold Schwarzenegger, Governor*

## United Parcel Service

Founded in 1907, in Seattle, Washington, United Parcel Service (UPS) has grown to one of the world's largest package distribution companies, with over three billion parcels and documents shipped annually. UPS assets include more than 500 aircraft, 149,000 vehicles, and 1,700 facilities providing service to more than 200 countries and territories. UPS has approximately 344,000 full-time employees, 21,000 of whom are located in California.

The UPS - Visalia General Office was opened in 1972 as a billing, accounts receivable, cash on delivery, and data processing site. In 2000, the Visalia office was one of 10 credit facilities; however, through recent consolidation, the company now has only two credit offices -- Visalia, California and Chicago, Illinois. Renamed the Visalia Credit Office, UPS's Visalia facility has 87 full-time employees.

Because of the credit office consolidations, the Visalia facility changed from an office that handled credit activities for a portion of UPS's California operations to an office that handles larger specialized corporate and national accounts. Prior to the consolidation, the majority of Visalia's employees were responsible for production work. In order to provide more in-depth knowledge of UPS systems and shipping options, as well as a more acute familiarity with customers' markets and industries, Visalia employees required new or updated skills in effective customer relations, as well as training in business, computer use, and management and continuous improvement.

UPS's partnership with ETP allowed the expansion of an existing training program to provide tools and training topics that would allow for a smooth transition. The company's goal was to train employees to be proactive rather than reactive, and to work more efficiently, transforming the facility into a high performance workplace. Overall, the company was looking to educate workers to be more effective credit associates who can communicate with customers in a manner which provides them the valuable service they have come to expect from UPS.

UPS provided training for 84 of the Visalia workers and earned \$81,268. The company feels that their training goals were met and that Visalia is now has one of the best trained groups of associates in the entire company. Company representatives also indicated that while the funding was wonderful, the benefits that the associates and customers received far exceed any monetary reimbursements.

***"Our training team's quote during the ETP program was: "Give a man a fish and you feed him for one day; teach a man to fish and you feed him for a lifetime. People truly want to do a good job, but they can only do what they know – training is the key to a successful organization and successful people."***

**Laurie Tiesiera, Training Supervisor  
United Parcel Service**

For information regarding the ETP program, call ETP's Economic Development Unit at 916/327-5640 or e-mail [edu@etp.ca.gov](mailto:edu@etp.ca.gov)